



# County of San Diego

DEPARTMENT OF PROBATION  
POST OFFICE BOX 23597, SAN DIEGO, CALIFORNIA, 92193-3597

## Community Corrections Partnership Meeting Minutes November 3, 2015

### **CCP Executive Committee Members Present:**

Mack Jenkins (*Chief Probation Officer*); Will Brown (for William Gore) (*Sheriff's Commander*); Nick Macchione (*Director, Health and Human Services Agency*); Henry Coker (*Public Defender*); David Danielsen (*Presiding Judge, San Diego Superior Court*)

### **CCP Committee Members Present:**

Dr. Cynthia Burke (*Director, SANDAG*); Andrew Picard (for Andy Hall) (*Manager of Adult Programs, San Diego Workforce Partnership*); Dorothy Thrush (for Ron Lane) (*Chief Operations Officer, Public Safety Group*); Charlene Autolino (*Vice Chair, San Diego Reentry Roundtable*)

### **Welcome and Introductions:**

CCP Chair and Chief Probation Officer Mack Jenkins opened the meeting at 2:01 pm. All of the Executive and Committee CCP members in attendance introduced themselves.

### **Report From the Chair:**

Chief Jenkins reported on the following:

- ***Three-Judge Panel/CDCR Update:*** Chief Jenkins stated that, per the order of a three-judge panel, the California Department of Corrections and Rehabilitation (CDCR) have reported regularly on the measures taken to reduce the state inmate population. According to an update released by the CDCR in February 2015, the state's inmate population had met the 135% of designed capacity target that was ordered by the panel. Chief Jenkins announced that the state is ahead of the target date set by the panel. Chief Jenkins stated that the challenge for the CDCR now was to implement "durable solutions" to maintain the prison population at or below 135% design capacity.

*Protect community safety, reduce crime and assist victims through offender accountability and rehabilitation.*

- ***Realignment Allocation Committee Update:*** In September 2015, the California State Association of Counties (CSAC) released updated estimates of the Realignment Allocation Committee. Funding for San Diego County for Fiscal Year (FY) 2015-16 is currently estimated at \$77.6 million. Actual amounts depend on state sales tax revenue. Of the estimated figure, \$65.5 million is considered base funding and \$12 million is considered one-time growth funding, including amounts to transition the county to the lower base funding share in FY 2015-16.
- ***Picture-ID MOU:*** Chief Jenkins stated that a Memorandum of Understanding (MOU) was signed in September between the County of San Diego and the California Department of Motor Vehicles (DMV). The agreement was signed to facilitate the issuance of identification cards to jail inmates. Approximately four months prior to release, jail inmates will have their names sent to the DMV by the Sheriff's Department to determine if they are eligible for an ID. The Sheriff's Department will assist eligible inmates in completing an application form and will send the necessary paperwork, along with the necessary payment. ID cards will be issued to inmates who have met all requirements. While inmates will be expected to pay for the IDs through their own accounts, the County of San Diego will fund some expenses through the Inmate Welfare Fund. Chief Jenkins stated that the program began in October. Chief Jenkins then invited Commander Brown to add comments. Commander Brown called on Christine Brown-Taylor to provide a brief.

Ms. Brown-Taylor reported that the Sheriff's Department recently submitted 22 names to DMV, 20 of which were determined to be eligible. She stated that Sheriff's staff was trained by the DMV to complete the required paperwork and that the first sets of IDs were expected to be received within a week or two. Chief Jenkins asked if the 20 names were on Formal Probation, Mandatory Supervision or Post-Release Community Supervision. Ms. Brown-Taylor stated that the inmates represented a mixture of all three forms of supervision.

- ***Center for Employment Opportunities:*** Chief Jenkins took a moment to recognize the success of the Center for Employment Opportunities (CEO), noting that CEO President Sam Schaeffer met with President Obama for a discussion on prisoner reentry. He stated that CEO was recognized as the nation's leading employment reentry provider. Chief Jenkins also noted that the White House released a fact sheet that highlighted CEO's vision for scale.
- ***New CCP Executive Committee Member:*** Chief Jenkins concluded his opening remarks by announcing that El Cajon Police Chief, and CCP Executive Committee Member, Jim Redman will be retiring. Oceanside Police Chief Frank McCoy will be succeeding Chief Redman in the CCP Executive Committee.

### **Panel Discussion: Pending Healthcare Waivers**

Chief Jenkins invited HHSA Director Nick Macchione to begin his panel's discussion. Director Macchione stated that the federal government, through their Centers for Medicare and Medicaid Services (CMS), allows States the opportunity to exercise '1115 waivers,' or flexibility with programs like Medicaid. This is significant in consideration of justice-involved populations, populations that face challenges related to mental health, drug abuse, medical care, housing, etc. Director Macchione was interested in appropriating that flexibility to address the needs of San Diegans beyond just healthcare, to help the "whole person." He introduced the staff on his team that worked to accomplish just that. They are as follows: **Alfredo Aguirre** (*Behavioral Health Director, HHSA*), **Peter Shih** (*Administrator for Healthcare Policy, HHSA*), and **Susan Bower** (*Director of Service*

*Integration, HHSA*). Director Macchione explained that his staff would be presenting on multiple facets of the waiver and called on Mr. Alfredo Aguirre to begin his presentation.

Alfredo stated that there is an important amendment to the 1115 waiver, referred to as the Drug Medi-Cal (DMC) waiver, which was recently approved by the federal government. The goal of the waiver is to improve the quality of substance abuse disorder services by establishing an organized delivery system. Alfredo noted that the lack of centralization of substance abuse services in San Diego County renders it somewhat disorganized. Furthermore, he believes the amendment to be an important opportunity to improve the system of care for individuals with substance abuse issues. Counties have a choice to “opt in.” San Diego County is currently undergoing the planning process to assess the fiscal and operational impacts of opting into the DMC waiver, with the county expected to submit a plan. A key importance of DMC is its establishment of services that were previously not Medi-Cal reimbursable. These include case management, withdrawal management (detox), residential treatment, and recovery services. Recovery services can include the following: recovery monitoring, substance abuse assistance, education and job training, family and other support groups, and other ancillary services. In short, counties will be able to bill Medi-Cal for the services listed, with residential treatment capped for adults at 90 days and for adolescents at 30 days. Residential treatment would also require medical authorization. Alfredo stated the importance of consulting with treatment providers, past recipients of treatment, and with public safety partners to put forth the best plan possible that facilitates the treatment of justice-involved persons. Director Aguirre expects the full implementation of DMC services by July 2017.

Peter Shih continued the presentation. He stated that because the overall 1115 waiver allows the relaxation of certain regulations, reform also carries the potential for improved system flexibility within the healthcare system. Mr. Shih noted that the waiver was approved a few days prior to the CCP meeting in the amount of \$6.2 billion for California, down from the original \$17 billion proposal. According to Mr. Shih, the federal government reduced the amount after California failed to meet certain requirements. By comparison, the state of Massachusetts received \$45 billion. The bulk of the funds are projected to be spent on reforming the public hospital system, with the dental care system, global payment system, and independent access assessment (specialty care) forming the other major areas of reform. Mr. Shih stated that ‘Whole Person Care Pilots’ will be responsible for much of the change. He describes it as an approach to treatment of the totality of a person, including, but not limited to, social services, healthcare services, and housing assistance. The goal is to reduce the number of individuals who return to hospitals in need of immediate or urgent care. Counties will be able to compete for funding to support Whole Person Care Pilots with \$1.5 billion over five years available. Mr. Shih noted that the focus of the pilot program will be on vulnerable populations, including individuals with mental health disorders, crime, physical health issues, substance abuse disorders and homelessness. Counties will be responsible for some of the funding and are required to include public and private partners to share responsibility for services and outcomes.

Director Macchione offered comments prior to Susan Bower’s continuation of the presentation. He emphasized the importance of healthcare system reform, citing that his team was able to reduce hospital readmissions from 35% to less than 12% for the elderly by implementing some of the proposed ideas. Attributing the drop to the targeting of correct supports in a coordinated fashion, Director Macchione referred to the rate as one of the best in the nation. Included in the system reform is the plan to expand the paradigm to correctional populations.

Susan Bower discussed a separate amendment made to the Medi-Cal state plan. The amendment, introduced through Assembly Bill 361, would allow the establishment of a “Health Home” treatment model for Medi-Cal beneficiaries with chronic hospital use, especially the chronically homeless. Traditional treatment models are referred to as “Medical Homes,” meaning that they are physician-centered and medically-focused. The “Health Home” model proposed features a beneficiary-centered, whole-person orientation. It is a more comprehensive

form of care coordination that includes, in addition to medical services, behavioral health services, and support services. Eligibility for Health Home services would be determined by multiple chronic conditions within certain physical and behavioral health categories, or a combination thereof. Those with a chronic mental health condition would also be eligible. The federal government would be responsible for the bulk of the funding (90%) for the first two years, with the federal government and state splitting the cost evenly (50/50) thereafter. Susan noted that the primary focus for the first two years is to demonstrate cost-savings. The Health Home services required by the Affordable Care Act include the following: comprehensive care management, care coordination, comprehensive transitional care, referrals to community services, individual and family supports, data collection and utilization, and community outreach. Medi-Cal Managed Care Plans would be responsible for contracting out services with community-based case management entities, with community and social support services as part of the process. Susan stated that cost and volume estimates, as well as definitional issues, are still unknown or undecided. The county is currently still engaged with stakeholders. She stated that implementation was estimated for July 2017, concurrent with implementation of the 1115 waiver amendment.

Director Macchione reiterated the importance of treating the ‘whole person’ in a coordinated fashion, a model unprecedented in San Diego. He noted the opportunity for improvement of care in the county, particularly as it relates to justice-involved individuals, and the importance of including corrections and justice partners in the discussions. Director Macchione opened the presentation for questions.

Chief Jenkins stated that he wants to ensure that the Probation Department is represented in the most appropriate capacity during these reforms. He asked Director Macchione if he believed that Probation was currently represented. Director Macchione did not believe so, but stated that he wants to open the dialogue with *all* of the corrections partners about potential partnership and representation. Judge Danielsen suggested that the Offender Treatment Committee, which includes criminal justice and health representatives, may be a good entity to reach out to. Judge Danielsen was also in agreement with the necessity for an alternative approach to treatment for the justice-involved population, as well as with the necessity for a collaborative effort.

Director Macchione reiterated that the upcoming changes to healthcare treatment provide an opportunity to reduce the fiscal impact that justice-involved individuals make in terms of frequent hospital use. In addition, a savings in public health costs could be then used to provide services for other treatment needs that reduce recidivism. Judge Danielsen expressed concern over the length of time estimated to approve the implementation of the reforms proposed. He stated that the community is facing an immediate risk that needs to be addressed in the short-term, in addition to the long-term.

Chief Jenkin asked Alfredo Aguirre what may be potential arguments against opting into the Drug Medi-Cal Waiver. Director Macchione stated that the primary deterrent to implementation would be cost. He noted that there is still uncertainty about what the state’s requirements will be, and, by extension, the regional impact for counties that decide to opt in. Director Macchione also stated that his organization shares the sense of urgency expressed by Judge Danielsen.

For more information about the presentation, refer to the following link:  
<http://www.sandiegocounty.gov/content/sdc/probation/ccp.html>

### **Presentation: Employment Strategies for Justice Involved Individuals**

Chief Jenkins invited Andrew Picard to begin his presentation, an update on employment strategies and initiatives for the justice-involved population.

Mr. Picard stated that he would be presenting research conducted by the San Diego Workforce Partnership (DSWP) on employment opportunities for justice-involved populations, as well as an update on the Reentry Works San Diego grant program. Andrew stated that the SDWP conducted surveys on over 1,000 San Diego employers and used labor market information to determine the 50 occupations that are highest in demand, as well as a profile on those jobs (e.g. skill requirements, education minimums, etc.). The report also explores potential employment opportunities for special populations through questions posed to employers, including justice-involved populations.

Mr. Picard listed the following categories as the fastest growing industries in San Diego: Advance Manufacturing, Clean Energy, Health Care, Life Sciences, and Information & Communication Technology. Regarding the question of employment opportunities for the previously incarcerated, 50% of employers said they would not hire a formerly incarcerated person. An additional 40% reported that employment would depend on the crime committed, with 10% of employers reporting that they *would* hire someone who was formerly incarcerated. However, Mr. Picard stated that employers who reported that they would not hire the justice-involved did express interest in whether or not the potential employee was engaged in a reentry or community program. The following occupations represent the top employment opportunities found by the SDWP study: maintenance and repair workers, medical secretaries, computer/systems software engineers, carpenters, nursing aides, orderlies, and attendants, cost estimators, customer service representatives, electricians, mechanical engineers, and automotive service technicians and mechanics. Mr. Picard elucidated that the survey was conducted in 2014 and that other employment opportunities have since grown as the economy has improved, particularly in construction and other trades.

Mr. Picard then provided an update for the Reentry Works grant program, a program to establish an employment center to serve individuals through the East Mesa Detention Facility. He stated that the provider awarded the funding for the employment center (\$500K through 2017) is Second Chance. He thanked the Sheriff's Department, Probation Department, and the Court for their collaboration in assisting the development of the program. Mr. Picard then introduced **Ricky Valdez** (*Second Chance*) and invited him to talk more about the program.

Mr. Valdez stated that the expectation is that the grant will serve 600 Mandatory Supervision (MS) individuals over a period of two years. 500 will be classified as "universal," meaning that they will be able to drop-in to the employment center for services related to resume-building, workshops, and other more general services prior to release. These individuals are expected to make a more self-directed effort in receiving services and benefits. The remaining 100 individuals will be classified as "intensive," meaning that they will be assigned a case manager that will work with the individual even after release from custody. Case plans for intensive-service individuals will be conducted through a multi-disciplinary team to include justice staff. A reentry case plan and coordination of services will also be collaborated.

Mr. Valdez stated that grant program will be utilizing existing programs and services, including GED programs, substance abuse programs, and the like. Second Chance also wants to incorporate a peer-to-peer model in which former participants, and current participants with exceptional progress, lead some of the workshops. Mr. Valdez cited research that suggests better outcomes when individuals learn from their peers. Second Chance will also be partnering with SDWP to coordinate with employers who would be willing to hire the formerly incarcerated. This includes a plan to bring potential employers into the employment center to interact with program participants. Second Chance is currently still hiring case managers and will be holding focus groups to gain input from inmates as to the kinds of programs they would be interested in. Mr. Valdez opened his presentation for questioning.

Chief Jenkins asked Mr. Valdez how Second Chance would be tracking recidivism outcomes. Mr. Valdez stated that the program will be using SDWP's database to track employment, employment placement, employment retention and recidivism. They will be using the same measure as the Probation Department, new convictions, to track recidivism in particular, with a target goal of 22%. However, Mr. Valdez noted that recidivism will only be tracked for the 100 intensive participants; there was a lack of funding to track all 600. Chief Jenkins also asked whether or not the program will be run at the Sheriff's East Mesa Detention Facility or at the South Bay Probation Office. Mr. Valdez stated that there was ongoing dialogue with Probation staff on the exact location.

Judge Danielsen asked if Senate Bill (SB) 678 funds would be incorporated into the Second Chance program. Chief Jenkins stated that treatment funding from SB 678 would go through a different program. Judge Danielsen also asked Mr. Valdez if there were protections in place to verify program fidelity. Mr. Valdez stated that a technical assistance team from the Department of Labor would be conducting a review and will monitor performance. Mr. Valdez added that the design of the program has had some changes over time. Most notably, Second Chance will attempt to provide services in a location near the participants' residence. He noted that there are employment centers around the county that would be suitable alternatives to the South Bay center.

Chief Jenkins took a moment to discuss a document published by the Council of State Governments on the employment of justice-involved populations, noting that it went into detail about matching individuals to opportunities. He encouraged the CCP members to read it. The article, titled *Integrated Reentry and Employment Strategies*, can be found [here](#).

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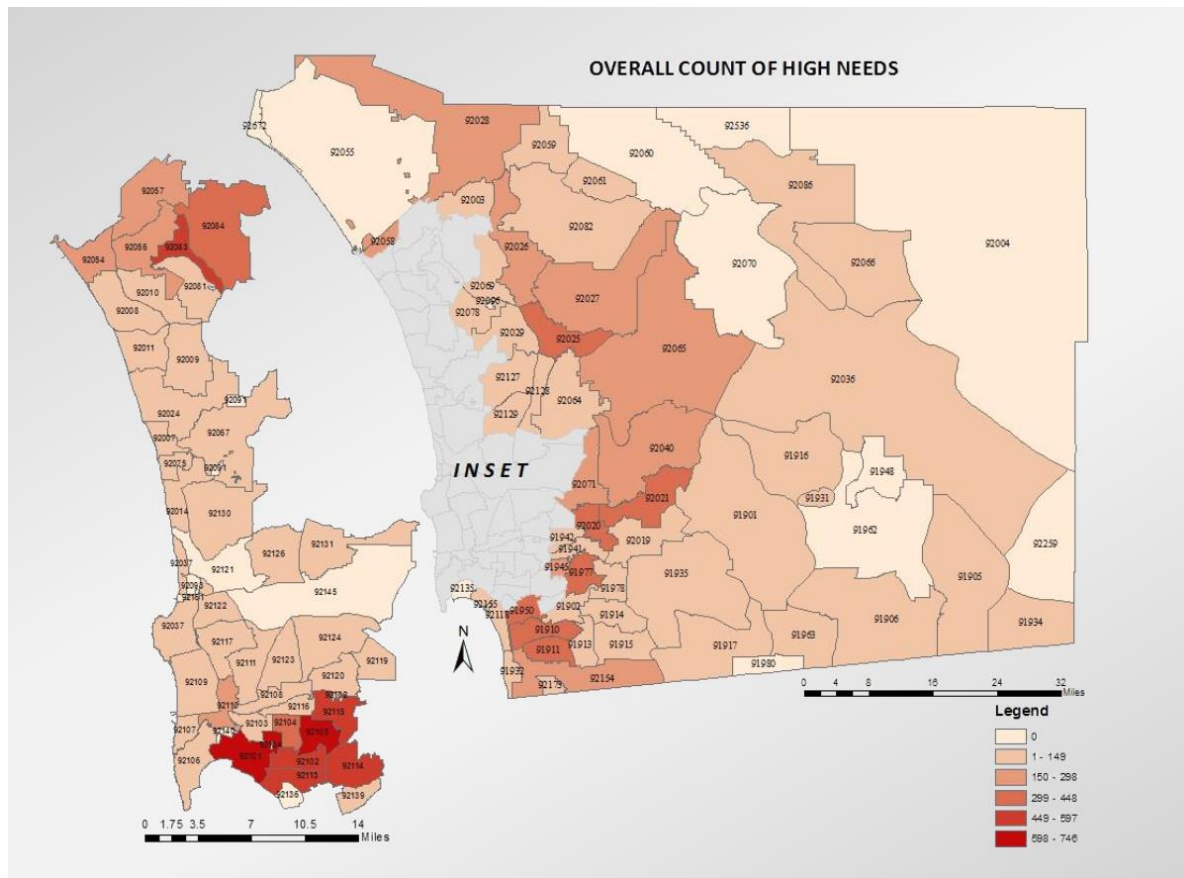
### **Presentation: 2014 Probation Needs Assessment Analysis**

Chief Jenkins invited Dr. Geoff Twitchell (*Probation Treatment Director*) to begin his presentation on an update to the Probation Needs Assessment Analysis. Dr. Twitchell stated that the Needs Assessment Analysis is a data-driven approach to identify the most effective method to employ the allocation of treatment resources, particularly as they relate to location. He recognized the benefits of working in San Diego, given the multitude of invested service providers with which the department has partnered with. Dr. Twitchell also noted that recognition of the specific justice-involved population needs has been at the forefront of collaborative efforts.

Dr. Twitchell stated that the project involved a data analysis on several of the adult populations supervised by the department to identify the extent to which these groups had treatment needs, as well as the types of treatment needed. The populations were as follows: Post-Release Community Supervision (PRCS), Mandatory Supervision (MS), and High-Risk Formal Probationers; subcategories of sex offender (PC290) registrants were also assessed. Using the Criminal Offender Management Profile for Alternative Sanctions (COMPAS), an empirically-validated assessment tool, an individual can be determined to be in "high" need of certain interventions.

The four primary areas of need identified were treatment interventions for Cognitive Behavioral Therapy (CBT), Residential Instability, Substance Abuse, and Vocational/Educational training. Over 6,200 individuals were identified as having a high need for substance abuse treatment; with over 6,300 having a high need for cognitive behavioral therapy for calendar year 2014. Over 4,600 were determined to have a high need for residential instability intervention; with over 4,100 needing vocational/educational training. Furthermore, as Dr. Twitchell explained, the Needs Assessment Analysis allowed the department to identify the location of

individuals in high need of treatment interventions. The following map represents the general location of high-need individuals:



Dr. Twitchell stated that there has been enough progress in the areas of treatment need identification and referrals for treatment that there is now an opportunity to focus on treatment fidelity, to determine the extent to which treatment interventions are true to their design. Program fidelity is not only important in terms of maximizing the gains to be made by intervention efforts, but also in terms of ensuring that treatment does not adversely affect individuals. As Dr. Twitchell noted, a lack of program fidelity by intervention efforts can actually *increase* recidivism. To combat this, the Probation Department and its partners have received training from a group run by Dr. Ed Latessa (*University of Cincinnati*), the developer of the Correction Program Checklist (CPC), a program evaluation tool. The CPC, grounded in practices identified in research literature to be most effective, has thus far been completed for five treatment program serving Probation populations.

Some of the issues identified during CPC implementation include the following: an inappropriate mixture of 'low-risk' and 'moderate' or 'high-risk' individuals (which can increase recidivism among low-risk individuals), a lack of attention to *criminogenic* treatment targets (as opposed to general treatment targets), and a lack of understanding about the importance of behavior modification for moderate and high-risk individuals. Dr. Twitchell noted the lack of common understanding of terminology differences between justice institutions and treatment providers, believing that education and training could bridge the language gap.

Director Macchione commented that the geographic identification of high-need individuals would be helpful to HHSA's efforts to address healthcare treatment for the justice-involved. Director Macchione asked for some clarification regarding the reliability and methodology used for the identification of 4,600 individuals with high

residential instability. Dr. Twitchell believed the data to be reliable and stated that the term “instability” did not necessarily equate to homelessness. *Probation Analyst Jessica Hernandez* stated that the 4,600 individuals reflected the number of individuals supervised over the course of 2014 and that it did not represent a static number. Ms. Hernandez further stated that the Probation Department has the ability to track individuals identified as “transient” internally, and that that data could be made available if requested.

Judge Danielsen agreed that program fidelity was an important and traditionally unrecognized area for criminal justice. He asked Dr. Twitchell how many individuals were trained and involved in the CPC process. Dr. Twitchell stated that while eight individuals were originally trained, attrition has reduced that number to about half. Judge Danielsen asked if it would be fair to state that recidivism cannot be expected unless programs stay faithful to design. Dr. Twitchell believed it to be fair. He further added that there are ongoing training seminars conducted with treatment partners to educate them about research findings specific to justice-involved individuals.

Chief Jenkins asked Ms. Hernandez to discuss the mapping of justice-involved individuals a bit further. Ms. Hernandez stated that the map reflects a combination of all population groups studied in the analysis: PRCS, MS, and High Risk Formal Probationers. Every individual with residential information available in the system was mapped according to zip code, although individuals placed in residential treatment or transitional housing at the time of the analysis was excluded from the map (as their current address is assumed temporary). Transient individuals were forced to be excluded from the mapping as they do not have an address. However, if a transient did have an identified zip code in the case management system, then they were included in the map.

For more information about the presentation, refer to the following link:  
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### **Presentation: Center for Employment Opportunities**

Chief Jenkins invited **Robert Smith** (*San Diego County Director, Center for Employment Opportunities*) to begin his presentation. Mr. Smith stated that the Center for Employment Opportunities (CEO) is dedicated to providing employment services to the justice-involved to ensure them a place in the labor force should they want one. CEO uses evidence-based practices to reduce recidivism and has made over 18,000 job placements over the past decade. Mr. Smith then outlined the CEO program model. Under CEO’s program, individuals to be released into the community are referred for services through the Community Resource Directory (CRD) with the help of the Probation Department (in San Diego). Individuals first receive a four-day life skills training course. Individuals are then placed in the transitional employment phase where they are expected to work 22-30 days of paid labor. Mr. Smith believed the attendance rate to be around 80% for this phase of the process, interpreting the rate as evidence of justice-involved individuals’ desire to work. During the transitional phase, individuals work with a job placement coordinator, or job coach, where they receive assistance with resume-building and job placement assistance. Individuals may be in the transitional phase for up to six months, with their weekly work hours reduced to sustain that length, if necessary. Individuals are tracked up to 12 months after job placement, and individuals continue to receive support services during that time.

A three-year random assignment evaluation of CEO conducted by MDRC in 2012 of the New York City program concluded that CEO reduced reconvictions and returns to incarceration by 20%. Furthermore, the report found a 44% improvement in employment in the first year (that faded over time) and a savings of \$3.30 for every tax dollar spent. Mr. Smith stated that since 2011, CEO San Diego has placed over 800 individuals through transitional employment and has made over 398 job placements, with a retention rate of 64% after 90

days. Mr. Smith further clarified that individuals working less than 15 hours per week are not included in the retention rate.

Mr. Smith discussed CEO's plan for expansion, listing California in particular as an area of need. Other 'high-need' states included Texas and Pennsylvania. CEO currently has offices established in Oakland, San Jose, Los Angeles, San Bernardino, and Riverside, in addition to San Diego. Clients served by CEO have grown to around 1,600 individuals as of 2014, up from 216 in 2009-2010. Mr. Smith opened his presentation for questions.

Chief Jenkins asked how many individuals under Probation supervision are currently being served by CEO. Mr. Smith stated that, in the current fiscal year (July 1, 2015 to present), about 160 individuals have been enrolled in the program. Chief Jenkins then explained that the Superior Court was interested to learn the suitability of CEO services for certain realignment populations, in comparison to a program like Second Chance. Chief Jenkins asked Mr. Smith to provide his thoughts on CEO's suitability or targeted demographic. Mr. Smith believed CEO to be suitable for the realignment population, noting that the reduction in recidivism found by MDRC involved high-risk individuals aged 18-25. He added that individuals are able to work relatively soon (once they are placed in transitional employment), and that they received coaching on job performance on a daily basis.

Noting that employment retention was found to fade over time, Director Macchione asked if there were any indications given as to the factors that lead to a fading in retention. Mr. Smith believed that there was a discussion on those factors in the MDRC report itself. Judge Danielsen inquired if more comprehensive data was collected, data that tracked individuals from the point of referral to the point of completion or dropout. Mr. Smith stated that the data was tracked and that it could be made available to him. Director Macchione, recognizing the overlap among the various efforts to reduce recidivism, asked if there was any manner in which the data collected by various entities and partners could be consolidated into one location in which all of it was made available. Cindy Burke, (*Director, SANDAG*) responded by saying that there are current ongoing efforts to centralize and reconcile the various data sources that, currently, exist in silos. She noted the importance of ensuring the reliability and accuracy of the data as a major hurdle to be approached with caution. Chief Jenkins asked *Probation Director Scott Huizar* if the Probation Department had the same data Judge Danielsen asked Mr. Smith about. Director Huizar believed that comprehensive data tracking of all referrals to CEO are available from the Community Resource Directory.

Chief Jenkins opened the meeting for public comment.

### **Public Comment: Non-Agenda Items**

**Robert Forté** (*Save a Son*): Mr. Forté agreed with Judge Danielsen's comments about the immediacy of treatment needed. He also stated a number of concerns regarding the current approach to treatment of justice-involved individuals. Among those concerns are the following: (1) an exclusion of older offenders from treatment, believing that programs tend to prioritize the 18-25 year-old age bracket; (2) a lack of social and emotional development and rehabilitation hours, which he believes to be needed *in addition* to cognitive behavioral therapy; (3) slow progress in the development of housing resources for the reentry population; (4) a bias of funding in favor of the same cluster of programs; and (5) a lack of recognition of substance abuse as a symptom of other problems, as opposed to *the* problem in itself. Mr. Forté urged the CCP to recognize that solutions to his concerns start with the corrections institutions.

### **Meeting Wrap-Up**

CCP Meeting Minutes  
November 3, 2015

The next CCP meeting is expected to be in early 2016. A firm date will be announced. There were no additional comments. The meeting was adjourned at 4:05pm.

VM/SR/JH